



Leadership Strength in Decision Making in the Social Services of Sukabumi District

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ABSTRACT

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Leadership style is a factor that influences employee performance at the Social Service of Sukabumi Regency, this is proven by the value of leadership style significantly influences employee performance. Effective communication and decision making also significantly influence employee performance. It is proven by the results of qualitative analysis for effective communication and for decision making, which means that effective communication and decision making have a significant effect on employee performance. Leadership style, effective communication and decision making together have an influence on employee performance. This is indicated by the results of the study so that it can be concluded that leadership style, effective communication and decision making simultaneously affect the performance of Sukabumi district social service employees.

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1. Introduction

Human resource organizations consist of leaders and members, leaders provide good examples and attitudes, so it takes several ways for a leader of an organization to lead, using the right leadership style because the role of a leader is important to achieve organizational goals desired by government organizations (Junery& Aziz, 2018; Sulatraini et al, 2019).

The Sukabumi District Social Service is one of the regional apparatus organizations that has the task and authority to provide social welfare services to all people in Sukabumi, the many administrative problems that occur make the social service often receive criticism from the community, such as late distribution of social assistance, managing people's data. poor and street children, therefore strong leadership is needed in decision making.

There are five basics of decision making including: Intuition, which is a decision based on the subjective feelings of the decision maker. Rational. Decision making is objective, logical, transparent and consistent because it relates to a person's level of knowledge and rational decisions have a lot to do with considerations in terms of usability. Then Facts, namely decision making that is based on objective facts that occur so that the decisions taken can be healthier, solid and good and there are those who argue that decision making should be supported by a number of adequate facts (Silvia, 2013; Talalu, 2014; Achmad, 2021). Then authority is decision making based on the authority of managers who have a higher position than their subordinates and a lot of decisions are taken because of the authority they have. And the last experience is decision making based on the experience of a manager and it often happens that before making a decision, the leader remembers whether this kind of case or problem has ever happened.

Defines leadership as a form of domination based on personal capability/ability, which is being able to encourage and invite others to do something in order to achieve a common goal (Rante& Djamhuri, 2014). Yeni (2020) defines leadership as a mutually influencing relationship between leaders and followers or subordinates who want real change that reflects their common goals. Meanwhile, Ndruru et al (2020) defines leadership as the ability to influence the group towards achieving goals.



One of the problems in leadership is the decision-making process, which is a process that takes place in a group when the leader solves the problems faced in the organization he leads by selecting one of the possible alternatives. Decision making is the main function of a leader, starting from the bottom level to the top level in an organization, the decision-making position will determine the success or failure of an organization.

Meanwhile, as it is known that leadership has a very important role in decision making, especially in the provision of public services, because effective leadership provides direction to the efforts of all workers in achieving organizational goals.

Leader Etymologically the leader comes from the root word lead which means to guide or guide, so that in it there are two parties, namely those who are led (the people) and those who lead (priests). After adding the prefix "pe" to "leader" means a person who influences other parties through a process of communication authority so that the other person acts something in achieving certain goals.

Fairchild in Situmorang (2020) suggests that a leader in a broad sense is someone who leads by initiating social behavior by regulating, showing, organizing or controlling the efforts of others or through prestige, power or position. From the above understanding, it can be concluded that the leader is essentially a person who has the ability to move other people as well as being able to influence that person to do something in accordance with the goals to be achieved.

In the decision-making process carried out by the Head of the Sukabumi District Social Service, this can be identified from the following, in the decision-making process the Head of the Sukabumi District Social Service sometimes still uses intuition and tends to be subjective because it does not involve subordinates in the decision-making process. Based on the description above, the following problems can be formulated; First, how is the leader's decision making at the head of the Sukabumi district social service? Second, what are the supporting and inhibiting factors in the implementation of decision making at the Sukabumi District Social Service?

2. Research Method

This type of research research is descriptive qualitative research, namely research that intends to describe a situation or event. Moelong (2006:11) suggests that, descriptive is data collected in the form of words, pictures and not numbers, from this opinion, descriptive research is described to obtain data that may come from manuscripts, interviews, field notes, photos, video tapes, personal documents, notes or memos and other official documents. In addition, the questions that are often asked are why, what reasons and how it occurs, which is always used by researchers. Thus, the researcher will not see that something is already the way it is.

This study uses two sources of data in this thesis research, namely primary data and secondary data. Then in collecting data, a number of techniques are needed. For this reason, the author uses 2 (two) data collection techniques in this thesis. These techniques are by using literature studies and field studies. Literature study, namely collecting data obtained through the collection of theories used as support in this research, while field studies, namely collecting data directly on research objects in the field, using several techniques including observation, interviews, and document analysis.

After the necessary data is collected, then the next author analyzes the data. Like data collection, data analysis also requires techniques. The data analysis technique used by the author in this study is interactive model data analysis which includes data collection, data reduction, data presentation, and conclusion drawing (verification).

3. Results and Discussion

3.1 The Head of Service Leadership Strength from the Intuition aspect

Decision making is the most important thing for a manager in an organization. Managers at all levels and in all areas of the organization are bound to make decisions. For example, top-level managers will make decisions about organizational goals, middle-level managers and below will make production schedules, production quality issues, salary increases, employee discipline. The fact that almost all managers are managers who are either upper, middle or lower level make decisions, okay routine and complex decisions (Poluakan et al, 2019; Maulana, 2020; Sidiq& Jalil, 2021). That's why decision making is the

pointmanagement. Managers currently planning, organizing, leading and controlling are called decision makers

Managers in all types of organizations face different types of problems and decisions as they perform their jobs. Some problems are direct, the purpose of decision making is clear, problems are often encountered and information about problems is easy to define and solve. Yet many situations facing organizations involve unstructured, unclear or incomplete problems. In addition, when making decisions, managers may face different conditions.

The Head of the Social Service in making fact-based decisions is carried out not only from the Adpin sector but involves all sector distributions in the Social Service so that all sector leads can synergize in social assistance activities in Sukabumi district and the formation of a team for distributing social assistance so that social assistance is important. It is intended that every decision by the head of the Social Service Office does not come by itself but also involves the participation of employees of all sector plumbing in the Social Service itself, not only being accountable to the Adpin sector.

Decision Making Based on Authority, In making decisions based on authority by the head of the BKKBN, it has become a top priority in supporting the success of the work of the BKKBN itself. This is very relevant what was stated by Terry (in Ibrahim et al, 2020) that in making decisions based on this authority is based on the authority of the manager or head who has a higher position than his subordinates and a lot of decisions are taken because of the authority he has. .

However, it should also be understood that the decision-making process cannot be separated from a systematic process that must be carried out so that whatever is decided by the head of the BKKBN can have a positive impact, especially on the community. Decision Making Based on Experience, In making decisions based on experience, it has a broad impact, because then what is now is the result of previous experience. This is in line with what was expressed by Terry (in Sedianingsih et al, 2020) he said that decision making is based on the experience of a manager or leader and it often happens that before making a decision, the leader remembers whether this kind of case or problem has ever happened. Such memories are usually tracked through decision-making files. Thus, the decision is accompanied by input from all relevant parties.

Therefore, the charismatic leadership type has the power of energy, attraction and extraordinary disposition to influence others, so that he has a very large number of followers and trusted bodyguards. Charismatic leadership is considered to have supernatural powers and superhuman abilities, which are obtained as gifts from the Almighty. Charismatic leadership has inspiration, courage, and firm belief in its own establishment. The totality of charismatic leadership exudes enormous influence and appeal.

3.2 Supporting and inhibiting factors for leadership in the Social Service as a Regional Apparatus Organization

In understanding what the concept of public organization is, it must begin by fully interpreting the word public itself. There are many meanings attached to the word public, if you follow Frederikson's opinion, there are five points of view of meaning public, namely the pluralist point of view, public choice, legislative representation of service providers and citizenship.

Starting from this point of view, each point of view is further elaborated, namely first, the pluralist point of view states that the public is an interest group; second, public choice angle declare the public as a rational choice; third, the point of view of legislative representation that the public is representative; fourth, the point of view of the public service provider is the customer of a service; fifth, the point of view of public citizenship is understood as a citizen (Yuliana, 2020).

Leadership behavior is the specific actions of a leader in directing and coordinating the work of group members. This theory starts from the idea that to make an organization effective, it depends on the behavior of a leader. The important key of leadership style in educational unit institutions is to understand the specific needs and desires of each organizational personnel in a given situation. Because of this need for the organization, the leader must fulfill it.

Relationship behavior is an invitation conveyed by the leader through two-way communication which includes listening and involving subordinates in problem solving. Maturity is the ability and willingness of subordinates to be responsible for the implementation of the tasks assigned to them. Of the three factors, the maturity level of subordinates is the most dominant factor. Therefore, the main emphasis of this theory lies in the leader's behavior in relation to subordinates.

The leader's activities in managing their organization from decision making to implementation and job evaluation show a behavior. The behavior of leaders in an organization is in the spotlight and affects the

emergence of member behavior or group behavior. If the leader's behavior, both in giving instructions, supervising, and evaluating, including in expressing his thoughts, it can create organizational effectiveness

The leadership behaviors are instructive, consultative, participatory, and delegative behavior. Each of these leadership behaviors has the following main characteristics: a. Instructive behavior; the establishment of one-way communication, the leader limits the role of subordinates, problem solving and decision making are the responsibility of the leader, the implementation of work is closely monitored. b. Consultative behavior; the leader still gives considerable instructions and makes decisions, two-way communication is expected and provides support for subordinates, the leader is willing to hear complaints and feelings of subordinates in decision making, assistance to subordinates is increased but the implementation of decisions remains with the leader. c. persuasive behavior; control over problem solving and decision making between leaders and subordinates is balanced, leaders and subordinates are equally involved in problem solving and decision making, two-way communication is increasing, leaders are increasingly listening intensively to their subordinates, the participation of subordinates in solving and decision making is increasing. d. Delegative behavior; The leader discusses the problems faced with subordinates and then delegates all decision making to subordinates, subordinates are given the right to determine the steps for how decisions are carried out, and subordinates are given the authority to complete tasks according to their own decisions (Prawira et al, 2018; Azizah et al, 2020; Maulida&Nugraheni, 2020).

From the findings in focus i, it shows: 1) There is often an overlap of tasks assigned by the Head of the Agency to his subordinates that are not in accordance with the main tasks and functions. 2). The Head of the Agency is less firm in responding to delays in the tasks assigned to his subordinates. 3). There is jealousy from subordinates whose tasks in accordance with their main duties are ordered to be done by others. 4) supervision that needs to be improved. Can be analyzed from the analysis knife, it can be concluded that the head of the Agency belongs to the type of instructive behavior. The instructive type of behavior was found in the Head of the Agency, because the indicators were clearly visible that effective communication had not yet been established, which was still one-way, the leader limited the role of subordinates, problem solving and decision making were the responsibility of the leader to be hampered, and work implementation was closely monitored. How to influence people with instructions or orders, actions that cause others to act or respond and cause positive change, the ability to create dynamic forces that motivate and coordinate the organization, and create confidence and support among subordinates so that organizational goals are achieved, but the findings that Kaban has not been maximally carried out so that employee confidence is reduced.

What the Head of the Agency does should be in accordance with the tupoksi concerned in realizing the Vision and Mission of the Sukabumi Regency Education and Training Personnel Agency as outlined in the Regional Medium Development Plan (RPJMD) of the Sukabumi Regency Education and Training Personnel Agency for 2016-2021. Because leaders are essentially leaders is someone who has the ability to influence the behavior of others in his work by using power - power is the ability to influence subordinates in connection with the tasks that must be carried out as stated by Sidiq&Maulida (2021) The more the amount of power available to the leader, the greater the potential effective leadership.

From the findings, the factors that determine/constraint the leadership behavior of the Head of the Agency in making decisions as a leader at the Education and Training Personnel Agency of Sukabumi Regency, namely: 1) The Head of the Agency acts less firmly and clearly or gives sanctions to the Head of the section who unable to carry out their duties, don't just let it go and leave the task to someone else; 2) delegating tasks that are not in accordance with competence, 3) creating an unfavorable situation in the organizational climate; 4) Inconsistency and overlapping, 5) Weak control/supervision (Sidiq, 2019; Budiono&Wening, 2021).

As a leader is said to be a person who often shows enthusiasm, desire, and inspires others to achieve better performance, a leader is a person who is able to organize and guide others in carrying out certain work activities. The important key of leadership style is to understand the specific needs and wants of each organization's personnel in a given situation. organization, then the leader must fulfill it.

Relationship behavior is an invitation conveyed by the leader through two-way communication which includes listening and involving subordinates in problem solving. Maturity is the ability and willingness of subordinates to be responsible for the implementation of the tasks assigned to them. Of the three factors, the maturity level of subordinates is the most dominant factor. Therefore, the main emphasis of this theory lies in the leader's behavior in relation to subordinates.

In this study, the leader's activities in carrying out management and behavior in their organizations

ranging from decision making to implementation and job evaluation show a behavior that leads to the consistency of organizational goals. So that the behavioral activities of leaders in an organization are in the spotlight and affect the emergence of member behavior or group behavior. If the leader's behavior, both in giving instructions, supervising, and evaluating, including in expressing his thoughts, it can create organizational effectiveness.

The behavior of leaders in an organization is in the spotlight and affects the emergence of member behavior or group behavior. If the leader's behavior, both in giving instructions, supervising, and evaluating, including in expressing his thoughts, it can create organizational effectiveness. Good leadership behavior has at least three basic patterns, namely first, patterned leadership is concerned with carrying out tasks effectively and efficiently, in order to be able to realize goals effectively and efficiently, in order to be able to realize goals to the fullest; second, patterned leadership emphasizes the implementation of cooperative relationships; and third, patterned leadership is concerned with the results that can be achieved in order to realize organizational goals. Here the leader pays great attention and has a strong desire, so that each member achieves as much as possible.

4. Conclusions

Based on the results of the research that has been done, the author can conclude that in making decisions by the Head of the Social Service of Sukabumi Regency in terms of the dominance of the basis for making decisions, they can be sorted as follows: Authority, Communication style, Leadership style Rationality, Facts, Intuition and experience. It can be identified from: Decision making based on Authority, Decision making based on the leadership style in the Bandung Regency Social Service, both internal and external, is carried out by the leadership in appointing employees as Social Service delegates to attend various activities carried out by other agencies, transfers, granting leave, giving sanctions, awards to employees, determining work cooperation with external parties, the formation of social assistance assistants and the formation of a team of socialization extension workers, as well as setting a budget for the work program of the Sukabumi District Social Service

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